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# ***AFRL***

**Air Force Research Laboratory**  
**Personnel Demonstration**  
**For Scientists and Engineers**



**Training**  
***Scripted Briefing - 2nd Edition, June 1999***

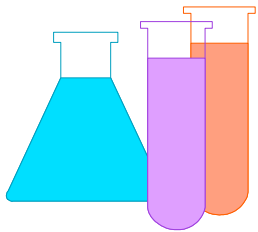


# Air Force Laboratory Personnel Demonstration

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## For Scientists and Engineers

# LPD





# Training Package Contents

**Part 1: Introduction and Background Pg. 3**

**Part 2: Position Creation/Classification Pg. 18**

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**Part 5: Awards and Opportunities Pg. 87**

**Part 6: Hiring/Filling/Appointing Pg. 90**

**Part 7: Reduction in Force Pg.**



# Air Force Laboratory Personnel Demonstration

## For Scientists and Engineers

# Part 1



**EST 1947**

**Introduction and  
Background: BG**



# Studies and Recommendations

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- Defense Science Board on Technology Base ('87)
  - USD(A) should take immediate positive action to expand NOSC/NWC personnel experiment to encompass all DoD labs and all S&Es
- Federal Advisory Commission on Conversion of R&D Labs ('91)
  - SecDef should direct the services to implement all the provisions of the Lab Demo Program ASAP
- Blue Ribbon Panel on AF Labs ('93)
  - AF should begin serious effort to relieve its Labs from Civil Service Personnel System constraints



# What Studies Say Needs Fixing

1) Technical quality of laboratory!

2) Responsiveness to “customers”!

3) Lengthy Hiring Process!

4) Low Entrance Salaries!

5) Bureaucratic personnel system!

6) Complex merit promotions procedure!





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# The Bottom Line!

The survival of AFRL  
depends upon  
eliminating these  
deficiencies and on  
coping with the changes  
in our environment!



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# National Performance Review (NPR)

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- Initiated by Vice-President Gore in 1993
- Establish “Reinvention Laboratories”
  - Authority given to experiment with personnel management concepts to establish personnel policies and procedures which improve the workforce
  - Created environment conducive to fundamental changes





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# Legislation

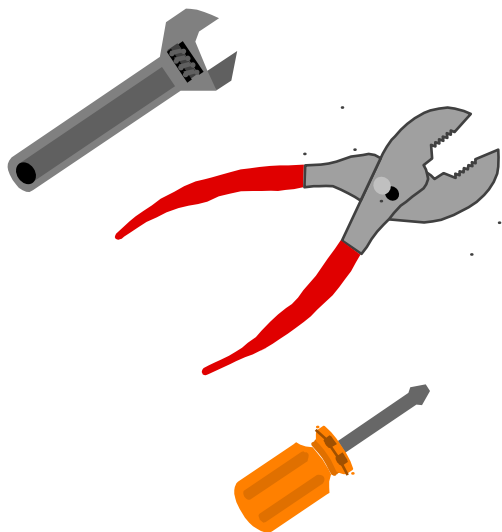
- FY95 Defense Authorization Act (Public Law 103-337) gave S&T Reinvention Labs Personnel Demo Authority
  - Includes 57,000 employees across 21 DoD labs
  - 4 AF Labs in one coordinated demo project
- Must be “generally similar to China Lake...”
  - Pay Banding
  - Simplified job classification



# What is a Personnel Demonstration?

A series of individual initiatives!

A credible tool kit through which laboratory management, at the lowest practical level, is provided the authority, control, and flexibility needed to achieve quality laboratories and products





# Goals of AF Lab Personnel Demo

Achieve best workforce for mission by:

1) Shifting more control to the laboratory



2) Motivating employees better

3) Providing flexibility to adjust workforce for change

4) Simplifying current personnel procedures



# Initiatives Listed By Goal

## Shifting Control

- Internal merit promotion system
- Delegate FEPCA authority to lab
- Delegate 1 in 10 training waiver to lab
- Direct announcement and determination of shortage positions
- Some relief from PPP for internal actions
- Partial exemption from Career Placement Program

## Providing Flexibility

- Expanded probationary period
- Reduce to two types of appointments
- Contribution-based reduction in pay or removal

## Motivating

- Contribution-based Compensation System
- Developmental opportunities program
- Laboratory awards program
- Voluntary Emeritus program

## Simplifying

- Lab/CC managed Unit Manpower Document
- Lab/CC determines organizational structure at 3 letter and below
- Lab managed classification system
- Broadbanding



# Ownership: Bottom-Up System

- Lab Demo developed by over 60 people from across the Lab on 6 separate IPTs
  - Initiatives bring personnel ownership to lab level
- Lab unique policies and implementation developed by Lab Personnel Policy Boards





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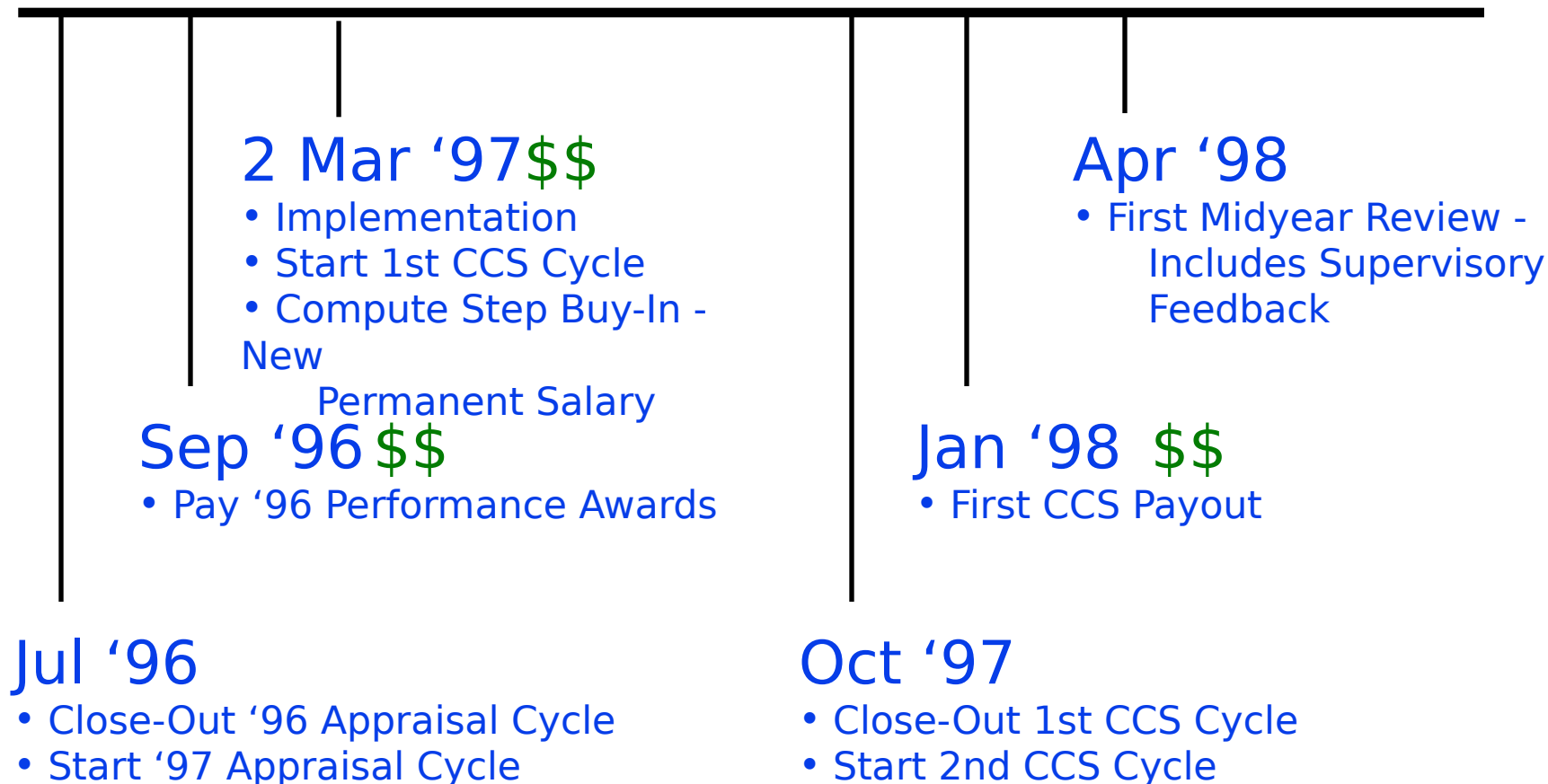
# Participating Employees

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- Initially limited to Lab GS/GM employees in S&E occupations
  - Approximately 2500 S&Es in 40 occupational series in AFRL
  - Research Medical Officers (GS-0602) not included
- Other occupations may be phased in later in the Demo



# Implementation Milestones



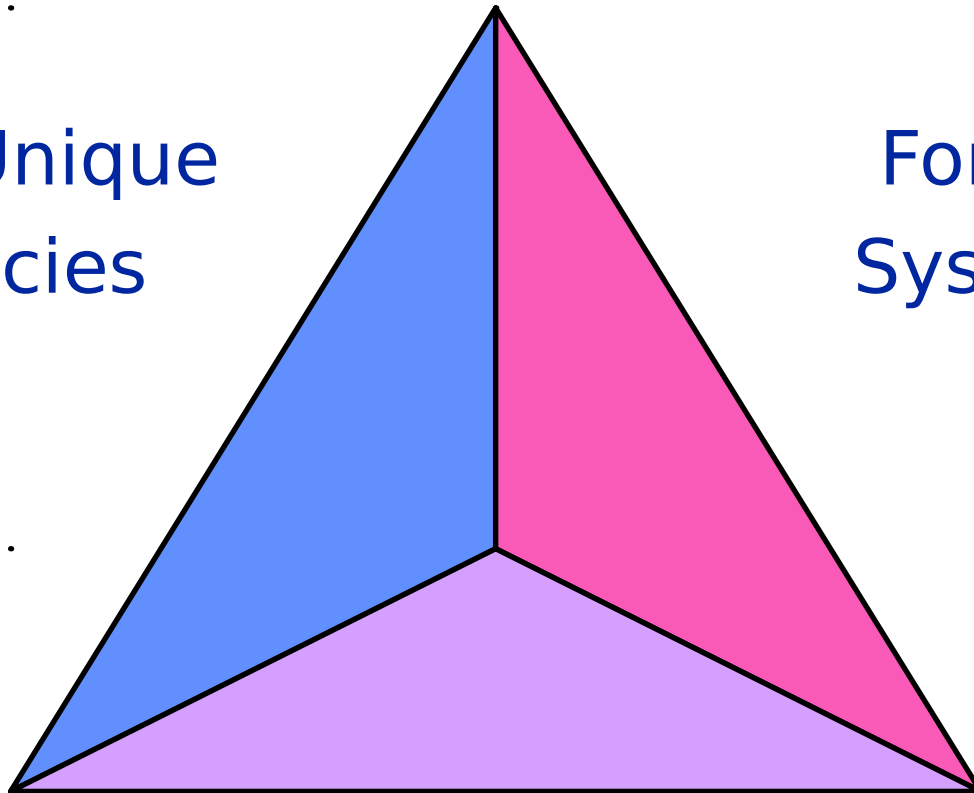


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# Parts of Lab Demo

Lab Unique  
Policies

Former  
Systems



Demo Initiatives





# Current LPD Constraints

High Grade Controls      Work Year Ceilings

Priority Placement Program (PPP)





# How Best to Survive!



**Satisfy our customers' needs in war and peace.  
Enable our people to excel.  
Sustain technological superiority.  
Enhance the excellence of our business practices.  
Operate quality installations.**



# Air Force Laboratory Personnel Demonstration

## For Scientists and Engineers

# Part 2



**EST 1947**

**Position Creation  
And Classification: PCC**

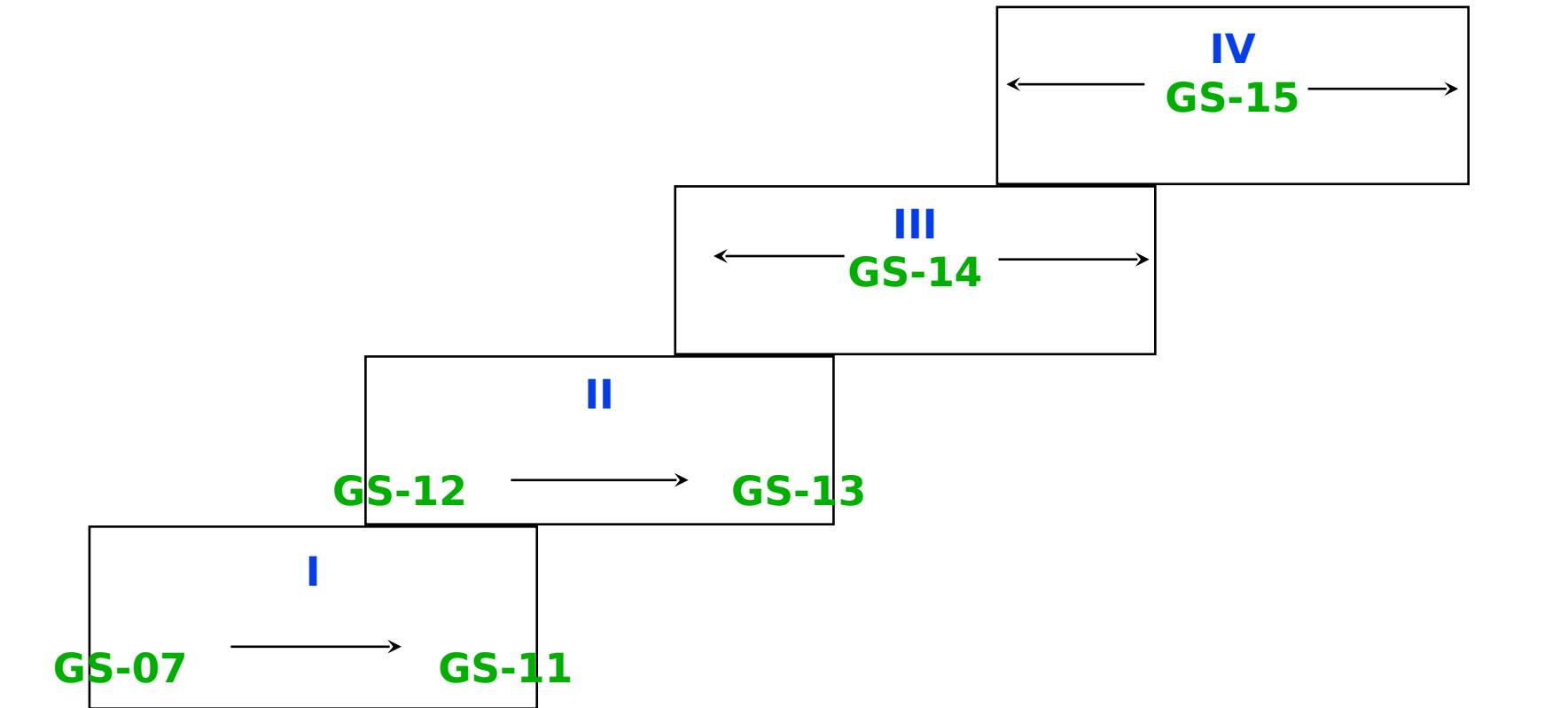


# Broadbanding

- One pay plan (DR) for all S&Es
  - Replaces current GS schedule
- Four broadband levels with job titles
  - Level I (Associate)
    - Associate Microbiologist (DR-0403-I)
  - Level II (Occupational Series or Supervisory)
    - Supervisory Aerospace Engineer (DR-0861-II)
  - Level III (Senior or Supervisory Senior)
    - Senior Research Physical Scientist (DR-1301-III)
  - Level IV (Principal or Supervisory Principal)
    - Supervisory Principal Architect (DR-0808-IV)



# Broadbanding (continued)



**SALARY**

**PCC**



# Key Benefits to Broadbanding

1) Broadens Retention and Recruitment Opportunities

2) Enhances Salary Offers to Top Quality Recruits

3) Fewer Promotion Actions Needed

4) Supports “Rank in Person” Concept



# Statement of Duties and Experience (SDE)

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- Supervisors produce and lab management classifies SDE
- SDE includes:
  - Job-Specific information
  - Reference to level descriptors for assigned broadband level
  - Data element information pertinent to job or position
- Civilian Personnel Flights (CPFs) input data into personnel database

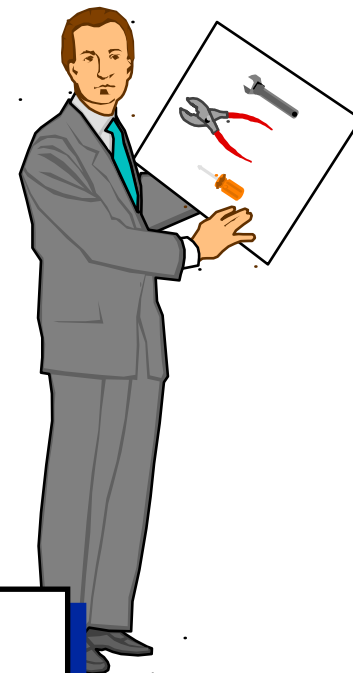


# Benefits of the SDE over the "PD"

1) Simplifies Classification Process

2) Facilitates CCS Movement

3) Represents Broader Range of Work



FAST FAST FAST FAST





# Classification Authority

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- Lab Commander has classification authority
  - May delegate down no lower than two management levels
- Supervisor provides the classification recommendation
  - Approval level at least one management level above first level supervisor of employee and or position under review
- Personnel specialists provide on-going consultation



# Classification Standards

Position Title

Occupational Series

Broadband Level

Assigned through classification  
of

*Expected Contribution Levels*

Assessed against - - -

1) Technical Problem Solving

4) Technology Transition & Transfer

2) Communication & Reporting

5) R&D Business Development

3) Corporate Resource Management

6) Teamwork and Leadership



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# Classification Process

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- Classification is a complete description of duties/ responsibilities of a position
  - Series of decisions/selections
- Form is Statement of Duties and Experiences (SDE)
  - AFMC Form 278 - **Appendix “A”**
  - Menu driven - little narrative to be created
- New/vacant positions - complete SDE preparation
  - References: Operating Guide



# S&E Occupational Series

0180	Psychology
0190	General Anthropology
0401	General Biological Science
0403	Microbiology
0413	Physiology
0414	Entomology
0415	Toxicology
0665	Speech Pathology & Audiology
0701	Veterinary Medical Science
0801	General Engineering
0803	Safety Engineering
0804	Fire Protection Engineering
0806	Materials Engineering
0808	Architecture
0810	Civil Engineering
0819	Environmental Engineering
0830	Mechanical Engineering
0840	Nuclear Engineering
0850	Electrical Engineering
0854	Computer Engineering

0855	Electronics Engineering
0858	Biomedical Engineering
0861	Aerospace Engineering
0892	Ceramic Engineering
0893	Chemical Engineering
0896	Industrial Engineering
1301	General Physical Science
1306	Health Physics
1310	Physics
1313	Geophysics
1320	Chemistry
1321	Metallurgy
1330	Astronomy and Space Science
1340	Meteorology
1370	Cartography
1515	Operations Research
1520	Mathematics
1529	Mathematical Statistician
1530	Statistician
1550	Computer Science



# Five Job Categories

1) Supervisor / Manager

2) Plans & Programs S&E

3) Program Manager

4) Support S&E

5) Bench-Level S&E





# Eight Supervisory Levels

1) First Level Supervisor

6) Leader

2) Mid-Level Supervisor

7) Program Manager

3) Manager

8) Non-supervisory/Other

4) Supervisor (CSRA)

5) Management Official  
(CSRA)





# Functional Classification

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<u>Code</u>	<u>Title</u>
011	Research
013	Development
014	Test & Evaluation
021	Design
022	Construction
023	Production
024	Installation, Operation, and Maintenance
031	Data Collection, Processing and Analysis
032	S&T Information
041	Standards and Specifications
042	Regulatory Enforcement and Licensing
051	Natural Resource Operation
081	Clinical Practice, Counseling, and Ancillary Medical
Services	
091	Planning
093	Management
094	Technical Assistance and Consulting
099	Other



# APDP Certification Still Applies

1) Level III Critical

2) Level II Critical

3) Level II Non-Critical

4) Level I



**Non-coded "Technical Expert"**





# Organization and Function Codes

Basic and Applied Research, Research and Development	DE7	
Basic and applied Research, Safety	SF7	
Data Acquisition/Processing/Analysis/Reduction, Research and Development		DEP
EDP Design/Applications/Simulations, Research and Development	DEM	
Experimental Engineering, Research and Development	DEW	
Experimental Engineering, Safety	SFW	
Flight Planning/Evaluation/Layout/Space, Research and Development	DEG	
General, Acquisition Logistics	AQY	
General, Medical	MDY	
General, Plans and Programs	PPY	
General, Research and Development	DEY	
General, Safety	SFY	
Plans and Programs, Research and Development	DEB	
Program Surveillance/Inspection/Evaluation, Programs and Resources	DCD	
Program Surveillance/Inspection/Evaluation, Safety	SFD	
Production/Maintenance/Application Engineering, Research and Development		DEX
Scientific and Technical Information, Studies and Analysis	DAQ	
Systems Analysis and Integration, Research and Development	DE3	
Systems Engineering, Research and Development	DE1	
Test and Evaluation, Research and Development	DE5	



# Skill Codes

- Existing AF system of skill coding continues
- Lab supervisors:
  - Select appropriate skill codes sets
  - Describe work of each employee utilizing selected codes throughout the SDE process
- Skill codes still needed to:

Keep employees competitive for merit promotion and training opportunities.



# Three Types of Position Sensitivity

1) Critical Sensitive



2) Non-Critical Sensitive



3) Non-Sensitive



# FLSA; Drug Testing; Emergency Essential; and Financial Disclosure

- FLSA (Fair Labor Standards Act)
  - Professional positions are “exempt”
- Drug Testing
  - May already have Tier One or Tier Two positions
  - Most positions are “exempt”
  - Get help before designating a position as requiring
- Emergency Essential/Key
  - Few (if any) in the laboratories
- Financial Disclosure
  - Office of Government Ethics (OGE) Form 450
    - Annual update - October



# Career Program Identifiers

## **Scientist and Engineering Career Program (SECP) - Primary Series**

0180 - Psychologist	0855 - Electronics Engineer	1320 - Chemist
0403 - Microbiologist	0858 - Biomedical Engineer	1321 - Metallurgist
0413 - Physiologist	0861 - Aerospace Engineer	1330 - Radio Astronomer
0665 - Speech Pathologist	0892 - Ceramic Engineer	1340 - Meteorologist
0804 - Fire Prevention Engineer	0893 - Chemical Engineer	1370 - Cartographer
0806 - Materials Engineer	1306 - Health Physicist	1520 - Mathematician
0840 - Nuclear Engineer	1310 - Physicist	1529 - Mathematical Statistician
0854 - Computer Engineer	1313 - Geophysicist	1550 - Computer Scientist

### **Shared Series**

0401 - General Biological Scientist (CECP)	0850 - Electrical Engineer (CECP)
0801 - General Biological Scientist (CECP)	0896 - Industrial Engineer ((MCP)
0810 - Civil Engineer (CECP)	1301 - Physical Scientist (CECP)
0819 - Environmental Engineer (CECP)	1515 - Operations Research Analyst (FMCP)
0830 - Mechanical Engineer (CECP)	

## **Civil Engineer Career Program (CECP) - Primary Series**

0808 - Architect	0810 - Civil Engineer	0819 - Environmental Engineer
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**Shared Series:** 0401, 0801, 0830, 0850, 1301

**Financial Management Career Program (FMCP) - Primary Series:** None **Shared Series:** 1515

**Manpower Career Program (MCP) - Primary Series:** None **Shared Series:** 0896

**Safety Career Program (SCP) - Primary Series:** 0803 - Safety Engineer **Shared Series:** None



# Competitive Levels, Bargaining Units, and Pay Pools

- Competitive Level Code
  - Contact the Civilian Personnel Flight
- Bargaining Unit Status Code
  - Some employees serviced at Eglin, Tyndall, and Hanscom covered
    - Code 0725 - NFFE Local 1940
    - Code 0810 - NFFE Local 1113
    - Code 1150 - NFFE Local 1384
    - Code 7777 - Eligible/Not Covered
    - Code 8888 - Ineligible (All supervisors)
- Pay Pool Identification





# Classification: Formal Appeals

## **Information required from appellant, supervisor, and/or servicing Civilian Personnel Flight:**

- Appellant and Appellant's Representative
- Appellant Representative Address
- Employee's Position Address
- Appellant's Organizational Address
- Appellant's Official Documentation
- CCS Broadband Level Descriptors
- Appellant's Official SDE Accuracy Statement
- Organization's Statement of SDE Accuracy
- Official Personnel Action
- Appellant's Currency and Requested Position Information
- Technical Rationale
- Appellant's Claim of Classification Inconsistency
- Response of Appellant Issues
- Other Information
- Supervisory Documentation
- Servicing Activity Address





# Manage Organizational Structure and UMD

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## **Lab Commander empowered to:**

- Restructure Lab Organization at the 3-Letter Level and below
  - 3-Letter changes cannot violate existing guidance/policy
  - 2-Letter changes still require HQ USAF/PE approval
- Make some “Zero-Balance” changes to the Lab UMD
  - Can move positions within and among the Lab Directorates
  - Can change position grade/rank, AFSC's, and PAS Code
  - Cannot create or delete positions
  - Cannot convert positions between military and civilian
  - Cannot create or delete rated position identifiers





# Air Force Laboratory Personnel Demonstration

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For Scientists and Engineers

## Part 3



**EST 1947**

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# Contribution-Based Compensation System: **CCS**

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# Contribution-Based Compensation System

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- A new S&E Assessment and Compensation System that facilitates
  - Assessment of S&E contribution to mission of organization
  - Determination of pay (pay adjustment) based on the assessed contribution
- Replaces the old Performance and Promotion Appraisal System
  - AF Form 860 (Performance and Appraisal Plan)
  - AF Form 860A (Performance Rating)



# CCS Main Points

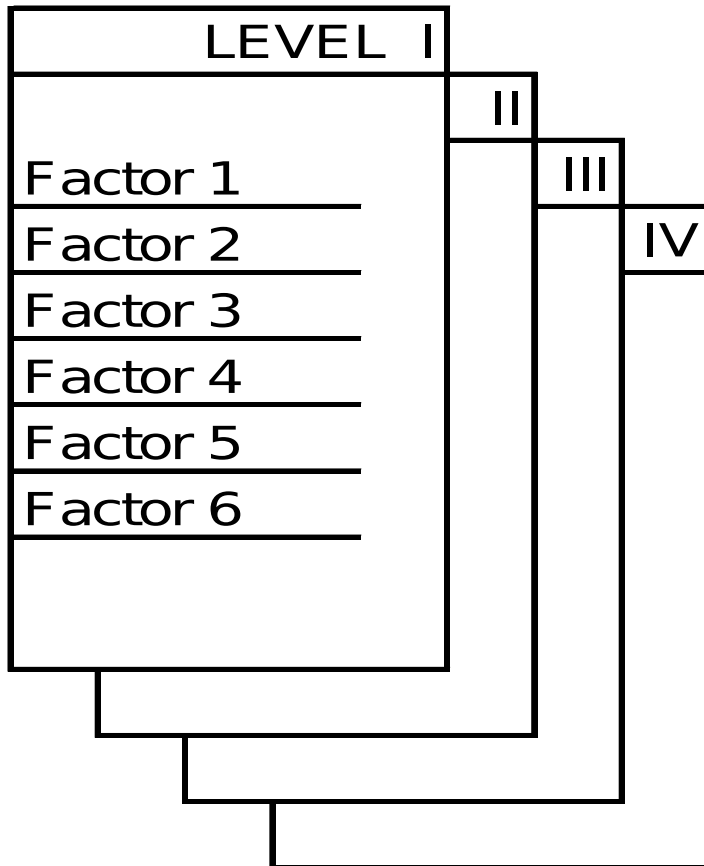
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- CCS is a contribution-based system
  - Goes beyond a performance-based rating system
- Contributions assessed against six factors
  - Technical Problem Solving
  - Communications & Reporting
  - Corporate Resource Management
  - Technology Transition and Transfer
  - R&D Business Development
  - Teamwork & Leadership
- Each is vital to R&D Laboratory success!

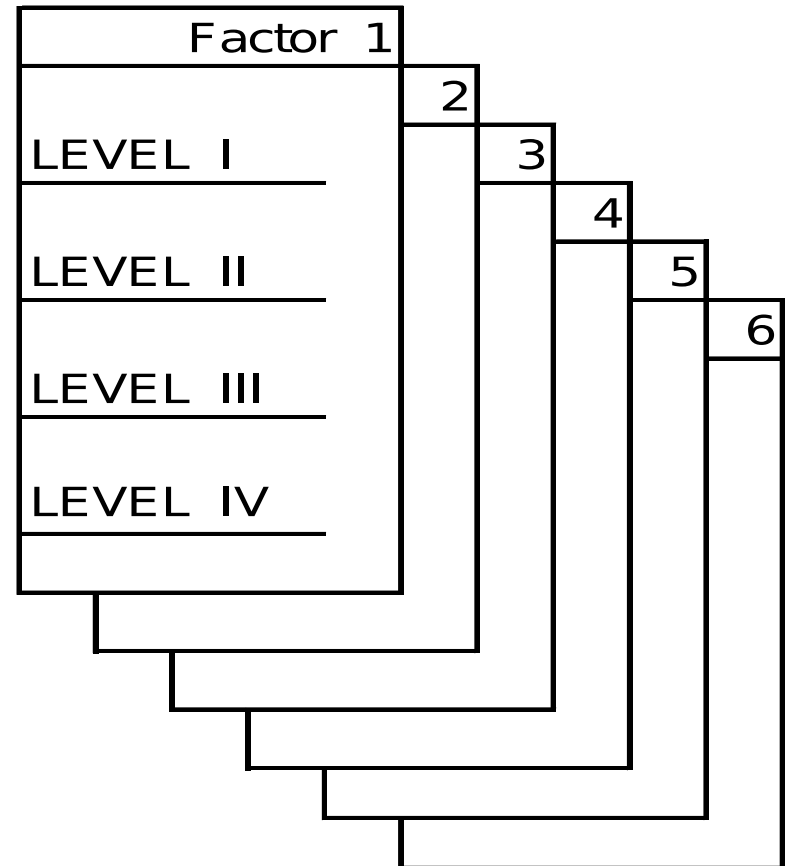


# LEVELS and Factors: Classification vs CCS

## Classification



## CCS





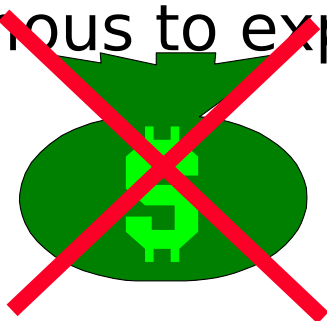
# What Contribution Is And Is Not

## ■ Contribution **Is**:

- Solving AF problems and meeting user needs
- Research program impact

## ■ Contribution **is Not**:

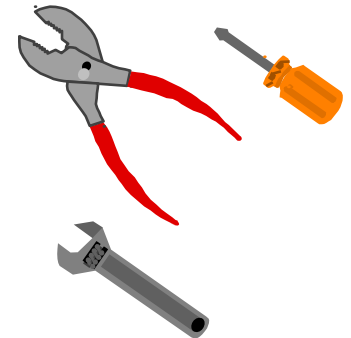
- A measure of project dollars, visibility, courses taken, or status
- Synonymous to exposure





# CCS is a Better Tool!

- To communicate with employees
- To motivate and retain top S&E contributors
- To enable supervisors to recognize and act on increases and decreases in contribution
- To focus developmental and training activities
- To manage marginal contributors





# Key Elements of CCS

Each one will  
be discussed  
in this order

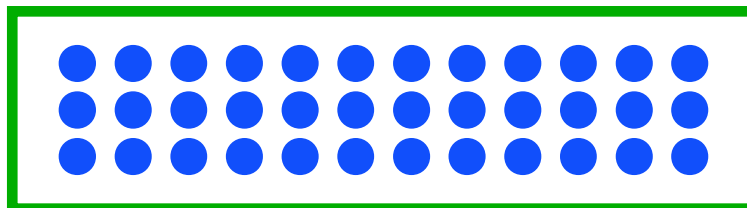


- A) Pay Pools
- B) Assessment Standards
- C) Job Categories and Weights
- D) The Assessment Process
- E) Standard Pay Line
- F) Pay Adjustments
- G) CCS Movement Between Broadband Levels
- H) Voluntary Pay Reduction
- I) Contribution-Based Reduction in Pay/Removal
- J) Midyear Review



# /A) Pay Pools

- Organizing Elements of CCS
- Based on Organizational Structure
  - Must include a second level of supervision
- Must be 35 Employees or More
  - Constitutes reasonable statistical sample
- Self Contained Entity through which:
  - All compensation adjustments are made
  - Internal equity is assured







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# Laboratory Pay Pool Structures

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- Pay Pools at Directorate Level
  - AFOSR, DE, HE, IF, ML, MN, PR, SN, VA, VS
  - HQ AFRL is one pay pool



## **B) Assessment Standards**

■ CCS assesses contribution based on 6 factors:

- Technical Problem Solving
- Communications & Reporting
- Corporate Resource Management
- Technology Transition & Transfer
- R&D Business Development
- Teamwork & Leadership

I think I have  
seen these  
before!





# Contribution is Scored By Factor

- Contributions are compared against the descriptors for the four broadband levels
  - Contributions which meet the descriptors are assessed at Level I, II, III, or IV, as appropriate
    - Initially scored within the level as low, medium, or high
  - Initial assessments transformed into numerical scores
    - Greater contributions within each level earn incremental score increases in steps of 0.1, typically between 1.0 and 4.9
    - Contributions that don't meet Level I scored 0.0
    - Contributions that exceed Level IV are scored 5.9

Example: Next Chart!



# Example: Scoring Chris Doe

■ Chris Doe is a Level II Bench-Level S&E

What did Chris Contribute:

- 1) Technical Problem Solving
- 2) Communications & Reporting
- 3) Corp. Resource Management
- 4) Transition/Transfer
- 5) R&D Business Development
- 6) Teamwork & Leadership

## FACTORS

Chris's Score

TPS	R	CRM
I) XXXX	XXXX	I) XXXX
II) XXXX	XXXX	II) XXXX
III) XXXX	XXXX	III) XXXX
IV) XXXX	XXXX	IV) XXXX
T&T	D	T&L
I) XXXX	XXXX	I) XXXX
II) XXXX	XXXX	II) XXXX
III) XXXX	XXXX	III) XXXX
IV) XXXX	XXXX	IV) XXXX

- 1) 2.8
- 2) 3.2
- 3) 2.9
- 4) 2.2
- 5) 2.0
- 6) 2.6



# C) Job Categories And Weights

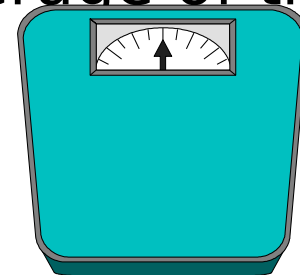
## Five Categories: Specified on SDE!

- Bench-Level S&E - performs the R&D function of the laboratory
- Supervisor/manager - supervises other employees & manages laboratory activities
- Plans and Programs - formulates plans and policies to further mission
- Program Manager - runs/directs research and development programs
- Support S&E - supports the R&D functions of the laboratory



# Why do We Use Weights?

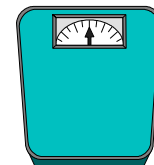
- Paypools may choose to emphasize selected factors for each job category
- Weights are used to reflect desired emphasis among the factors by job categories
  - Weightings of the 6 factors for each job category reflects both the expected opportunities and contribution
  - Overall score is the weighted average of the six factors





# What are the Rules Governing Weights?

- Laboratory Commander has authority to use and set “weights”
  - This authority may be delegated downward
- Weights must conform to the following rules
  - Weights are from 0.1 - 1.0, in 0.1 increments
  - At least three weights must be 1.0
  - No more than one weight can be less than 0.5
  - Sum of weights is from 4.1 - 6.0
- Weights must be identical for all employees in a job category in a pay pool

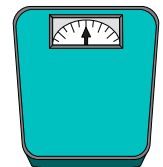




# Impact of Weights on

Chris Doe's CCS  
Not Weighted Weights Used

Factor	CCS Rating	Factor Weight	Factor Weighted Score	Factor Weight	Factor Weighted Score
Prob	2.8	1.0	2.8	1.0	2.8
Comm	3.2	1.0	3.2	1.0	3.2
Corp \$	2.9	1.0	2.9	0.8	2.3
T2/T2	2.2	1.0	2.2	0.8	1.8
R&D \$	2.0	1.0	2.0	0.6	1.2
Team	2.6	1.0	2.6	1.0	2.6
Sum		6.0	15.7	5.2	13.9
Score			2.62		2.67



CCS





# D) The Assessment Process: Four Steps

- Employee completes Part III of the S&E Annual Contribution Evaluation Form to provide supervisor with the list of key contributions during the CCS cycle that ended on Sep 30

**Step 1**

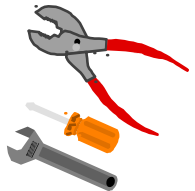
**Step 2**

- Supervisor determines initial CCS assessment based on Part III and the supervisor's knowledge of the employee's contributions



# The Meetings of Supervisors

- Groups of supervisors, e.g., branch chiefs, meet with division chief to review initial assessments
  - Make minor adjustments to ensure fairness; create a list of employees in order of Overall Contribution Score (OCS)
- Pay pool manager, e.g., directorate chief, and division chiefs meet to review consolidated list for pay pool
  - Make minor adjustments to ensure equity across pay pool
- Supervisors complete Part II of the S&E Annual Contribution Evaluation Form



**Step 3**



# What Does this Score Mean?

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- Used as a measure of the degree to which an employee contributes to the lab mission
- Employees should expect to receive compensation commensurate with their OCS and assigned broadband level
  - Incremental annual increases - not large changes
- Most employees should expect to experience career growth that reflects contribution
  - Not every employee is expected to receive an OCS of 5.25



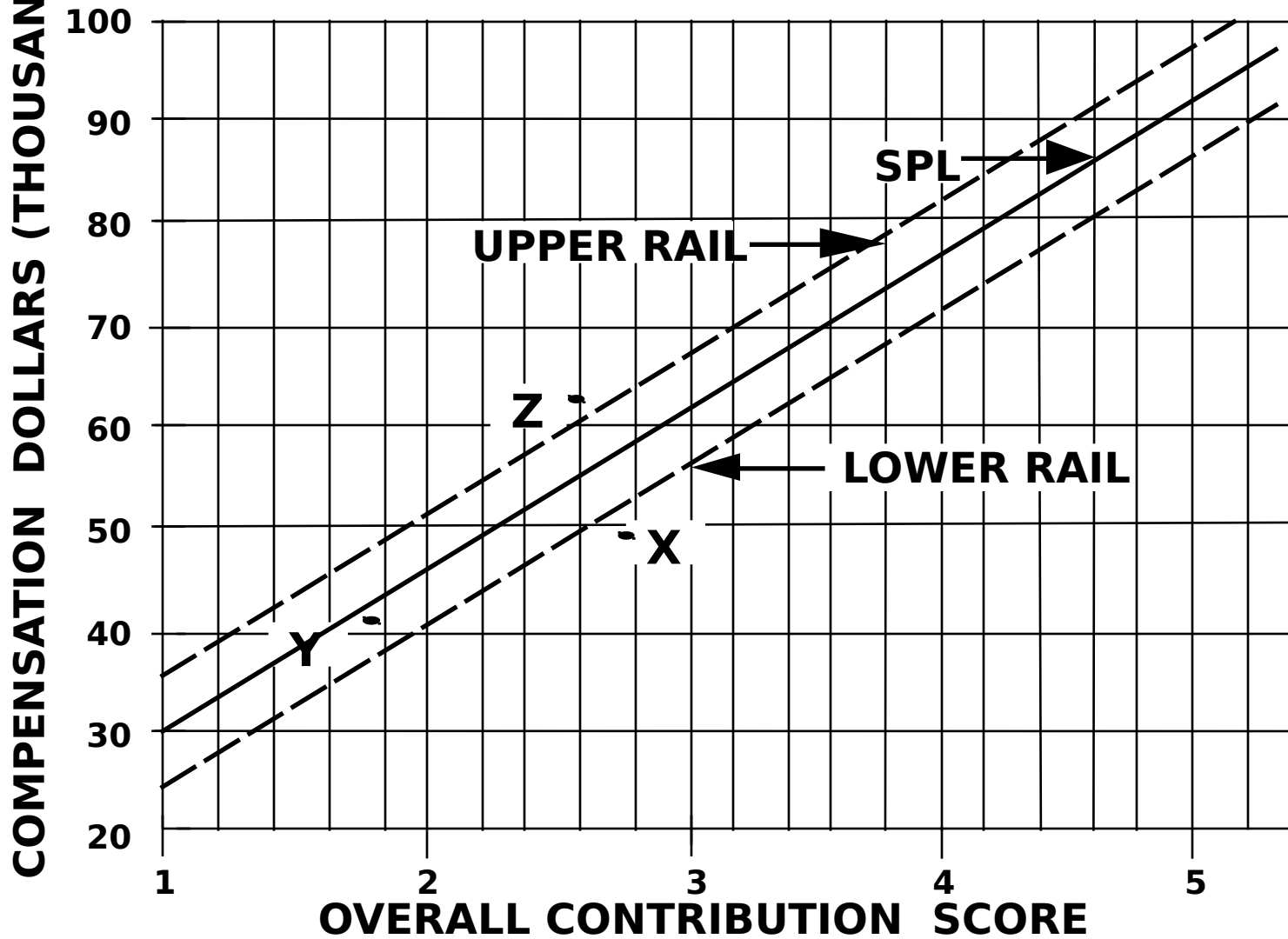
# LPD Employees who have “Special Circumstances”

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- Employees who are new hires
  - Employees who enter CCS within 6 months of the close-out of an assessment
    - Will NOT receive a CCS assessment until the next cycle
    - Until assessed, contribution is considered to be in parity with compensation
- Employees on LTFT, expanded developmental opportunities, detailed, or on active duty military assignments, etc.
  - May not be assessed readily under CCS
  - Will receive:
    - A re-certification of the last OCS, or
    - An OCS commensurate with their pay



# E) The Standard Pay Line

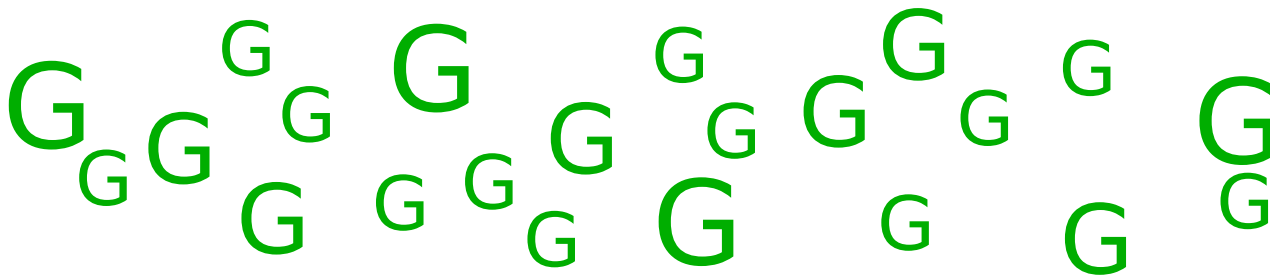




# The Standard Pay Line Changes over Time

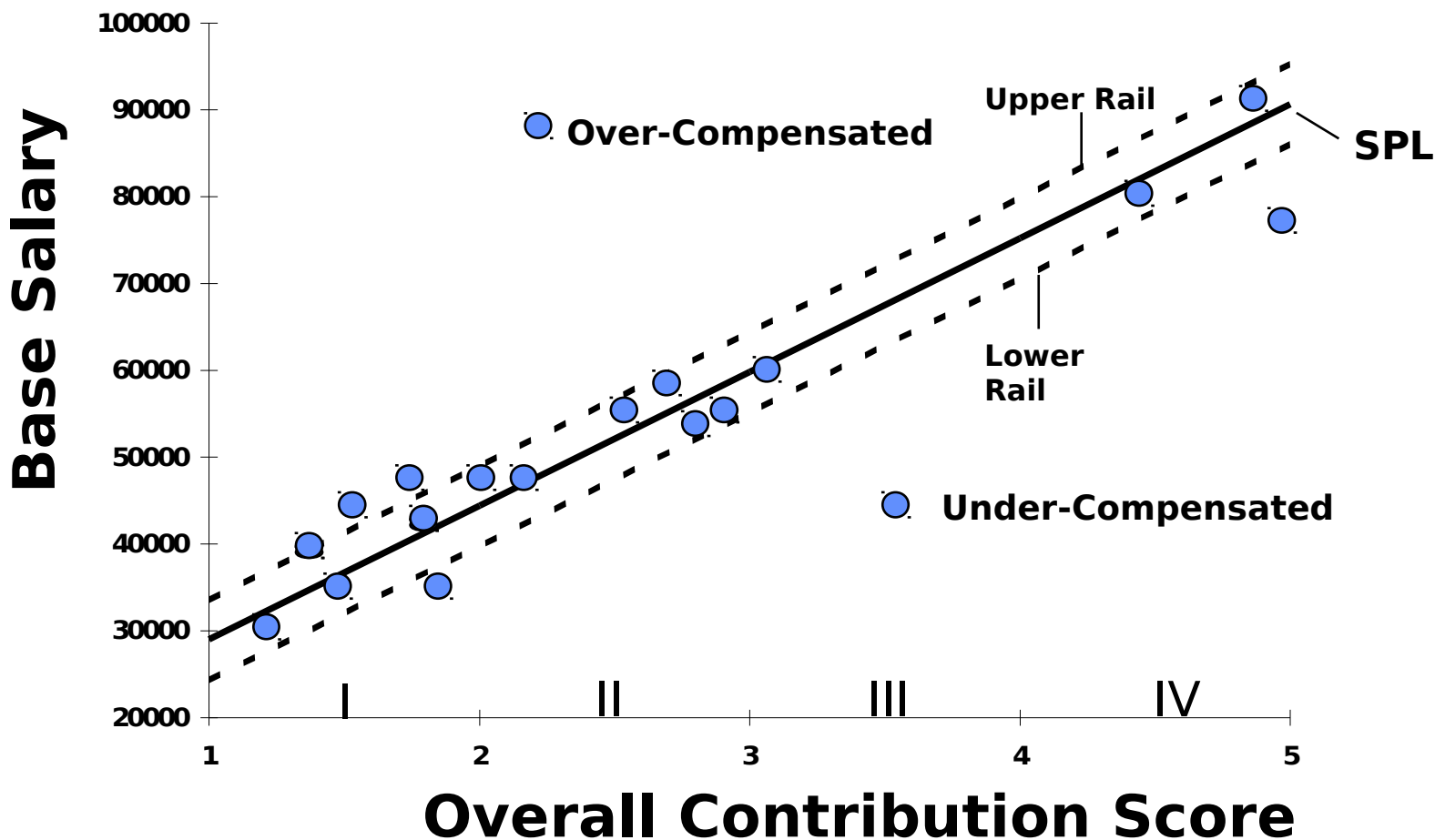
## ■ How the SPL Changes Over Time

- 1995:  $\text{Pay} = \$13,572 + \$15,415 \times \text{CCS Score}$
- 1996:  $\text{Pay} = \$13,843 + \$15,723 \times \text{CCS Score}$
- 1997:  $\text{Pay} = \$14,161 + \$16,085 \times \text{CCS Score}$
- 1998:  $\text{Pay} = \$14,487 + \$16,455 \times \text{CCS Score}$
- 1999:  $\text{Pay} = \$14,937 + \$16,966 \times \text{CCS Score}$





# F) Pay Adjustments: Sample Distribution





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# Meaning of G and I

- “G” = annual General Schedule Adjustment Authorized by Congress and the President
- “I” = amount of \$ normally set aside for Step Increases and Promotions in GS system
  - Set initially at 2.4%
  - Reviewed each year by AFRL corporate board
- Geographically specific locality pay adjustment
  - Every employee eligible for current and future locality pay
  - **Not** part of Lab Demo pay pools





# Funds Available

- Salary Adjustments are made within funds assigned to the pay pool
- These funds are based on a percentage of the sum of base salaries of eligible employees in the pay pool on the last day of the annual CCS

$$\begin{aligned} &\text{Pay Pool Adjustment Funds} \\ &= \\ &(\text{Total of S\&E base salaries} \times \text{"G"}) \\ &+ \\ &(\text{eligible portion of S\&E base salaries} \\ &\quad \times \text{"I"}) \end{aligned}$$



# What Does “Eligible” Mean?

- All employees are “eligible” to receive “G” increases
  - However, paypool managers may choose to partially or totally withhold it from AAZ employees
- Most employees are eligible to receive “I” increases. Exceptions:
  - Employees lacking enough time to receive a CCS assessment (“presumptive due to time”)
  - Employees at the salary cap equivalent to GS-15 Step10
  - Employees within “I” of the salary cap may receive, at most, enough “I” to raise their salary to the cap
- “Eligible” does not mean “Entitled”!!!



# Pay Adjustment: Rules

Above the upper rail: Maximum adjustment = **G**

Within the rails: Minimum adjustment = **G**

Below the lower rail: Minimum adjustment = **G+I**

**Goal: Have everyone move “towards SPL Line”**



# In Addition - -

- Due to high grade controls, Level II employees may not be given salary adjustments which would exceed the maximum allowable for this level
- Also, due to a pay cap, Level IV employees may not have their salary increased beyond the current GS-15 step 10 rate
- They may, however, be given a “CCS Bonus”
  - Not to be confused with an award!

Level III: Old GS-14



Level II: Old GS-13

CCS



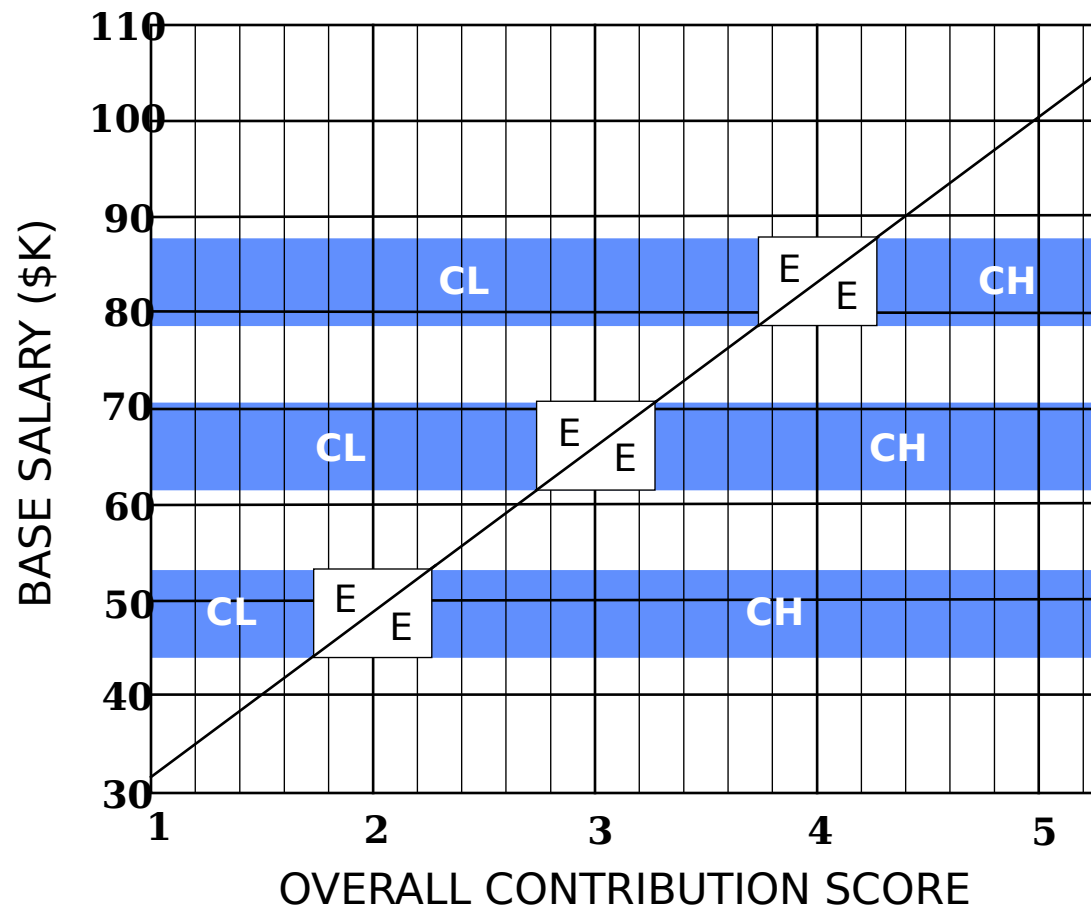
# G) CCS Movement Between Broadband Levels

---

- Document movement between broadband levels by submitting a new SDE
- Decision point comes at overlap between levels
  - Areas of  $\pm 0.25$  OCS above and below adjacent levels form “E” zones where employees are “eligible” for movement
  - Employees whose salary/score intersects are above or below the “E” zones, i.e., are in the “CH” or “CL” zones, should be “considered” for movement
  - Employees above or below the “CH” or “CL” zones are “automatically” moved
- Movement determination made in conjunction with salary adjustment



# Broadband Level Overlap Areas



CL = Change to Lower  
("recommended lower")

CH = Change to Higher  
("recommended higher")

E = Eligible for  
lower/higher  
(but not recommended)



# Pay and Level Adjustments

- When CCS scores are finalized and “approved”
  - Part I of the S&E Annual Contribution Evaluation Form (AFMC Form 280) completed
    - Employee’s new OCS plotted against current salary (See Appendix D again!)
  - All pay adjustments determined; level changes for employees in E, CH, and/or CL zones finalized
- Completed AFMC Form 280 serves as a basis for post-assessment discussions between supervisors and employees

**Step 4**



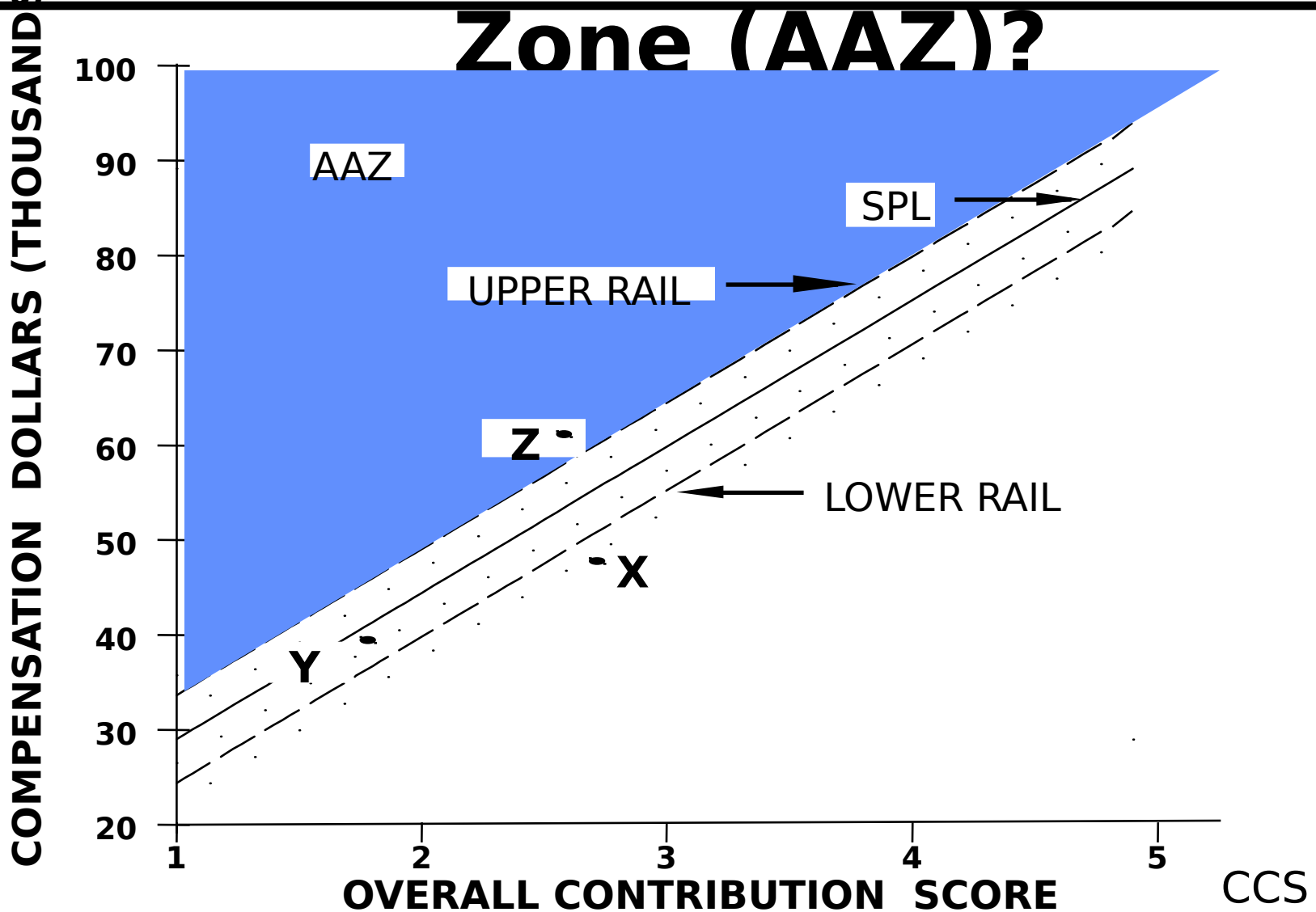
# H) Voluntary Pay Reduction

- Employees, can request
  - A voluntary reduction in pay
  - A voluntary change to a lower broadband level
  - Similar to the GS entitlement to request a change to lower grade
- Employee can decline a pay raise within 30 days after the salary adjustment





# What is the Automatic Attention Zone (AAZ)?





# Contribution-Based Reduction-in-Pay/Removal

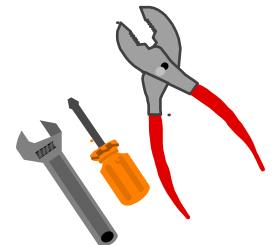
**Point 1) Action based  
solely on  
inadequate  
contribution!**

**Point 2) Action  
completely separate  
from voluntary pay  
reduction  
procedures!**



# Employee in AAZ: Two Supervisor Options

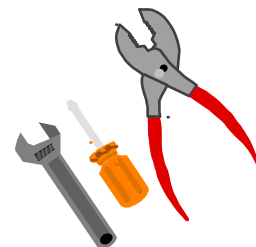
- Document why no action is taken
  - Copy provided to employee and higher level managementor
- Prepare Contribution Improvement Plan (CIP)
  - Written notification to employee
  - Tells employee what is expected and the timeframe





# What Does a CIP Contain?

- How the contribution level is unacceptable
- What must be done to demonstrate an acceptable level of contribution
- An offer of assistance to improve
  - Mentoring, frequent feedback sessions, etc..
- The consequences of a failure to improve
  - Reassignment, reduction-in-pay, or removal
    - Last resort, if other remedies fail

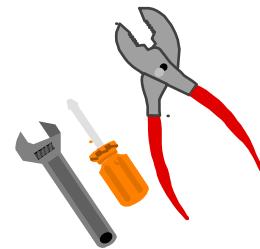




# J) Midyear Review: Professional Qualities & Development

---

- At the mid-point of the annual CCS cycle, the supervisor will complete the S&E Feedback Form (AFMC 279) for each S&E
- Supervisors will discuss the employee's professional qualities, development needs, and career opportunities at a one-on-one session
- Supervisors will receive additional review of supervisory qualities & skills
  - Employee input
  - Certified as completed





# CCS Process Review (Slide 1)

- At the beginning of the CCS assessment cycle:
  - Employees receive the six factors, associated descriptors, key elements, and weights
- Mid-Year Review (minimum of one/year):
  - Discussion of S&E employee professional qualities, development, and career opportunities
  - Feedback to supervisors on supervisory skills
- End of the CCS assessment cycle:
  - Employee submits key contributions against the six factors
  - Supervisor reviews employee's input and, with own knowledge, determines initial scores
  - Supervisors meet, discuss, and finalize assessments
  - Ranked list of employees submitted to pay pool manager



# CCS Process Review (Slide 2)

- End of the CCS assessment cycle (continued):
  - Pay pool manager integrates ranked lists from across pay pool - reviews with second level supervisors
  - Supervisors recommend salary adjustments and broadband level changes - submit to pay pool manager for approval
  - Weights set for next CCS assessment cycle
- Assessment feedback to employees
  - CCS Assessment and statistical data on standing in pay pool
- After General Schedule adjustment (G) is known:
  - Final salary adjustments processed
  - Level changes documented



# CCS Summary And Final Thoughts

---

- CCS is a major “cultural and paradigm shift”
- CCS orients employees’ activities towards contributions to the Lab’s mission
  - Recall the six factors
- Contribution Assessments are tools to:
  - Assist in ranking employees with respect to their contributions to the laboratory mission
  - Provide honest and constructive feedback
  - Facilitate employee development
  - Properly compensate employees
  - Reward continued growth and increased contribution
- CCS is an integral component needed for lab survival





# Air Force Laboratory Personnel Demonstration

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## For Scientists and Engineers

### Part 4



**EST 1947**

**Pay Conversion: PC**

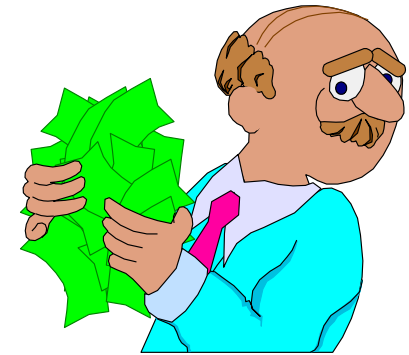


LPD

# Initial Pay Setting

- Everyone retains their *current total* pay upon conversion
- Step buy-in
- Special salary pay converted to base salary + locality pay
  - Special salary rates discontinued
- Everyone receives current and future geographic specific locality pay adjustments

Show me how this happens!





# General Schedule Step Increases

- Step increases have a constant dollar value for each grade. For 1999 GS Base Pay:
  - GS-11 = \$1,258      GS-12 = \$1,508
  - GS-13 = \$1,793      GS-14 = \$2,119
  - GS-15 = \$2,492
  
- Step increases come at regular time intervals
  - For those in steps 1-3, increases are 365 days apart
  - For those in steps 4-6, increases are 730 days apart
  - For those in steps 7-9, increases are 1,095 days apart



LPD

# Step Buy-In Process

- Credit for portion of step “earned” becomes part of employee’s base salary at implementation

**Adjustment =  $\frac{\text{time in step}}{\text{time between steps}} \times \text{step increase \$}$**

**WGI & Performance Awards discontinued under demonstration**

**Total Salary = base salary + locality pay**

- **Example:**

Employee became a GS-12/04 on 02 Apr 97.

If entry into the demo had been on 22 Dec 98, the WGI “credit” would have been:

$$\begin{aligned} \$ &= (630/730) \times \$1,508 \\ &= \$1,302 \end{aligned}$$

$$\begin{aligned} \text{Salary} &= \$48,265 + \$1,302 \\ &= \$49,567 \end{aligned}$$



# Special Rate: Conversion Process

$$\text{New Base Rate} = \frac{\text{Current Total Salary}}{1 + \text{Locality Pay Factor}}$$

$$\text{New Salary} = \text{New Base Rate} + \text{Locality Pay}$$

$$\text{New Salary} = \text{Current Total Salary}$$



# Special Rate Exceeds Locality Rate

## Conversion Example 1

Prior Total Salary \$ 64,814

Prior Base Pay Rate \$ 64,814

Area Locality Pay Factor 4.13%

New Base Pay Rate

$\$ 64,814 / 1.0413$  \$ 62,243

Locality Adjustment

$\$ 62,243 \times 0.0413$  \$ 2,571

New Demo Total Salary \$ 64,814



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# Locality Rate Exceeds Special Rate

## Conversion Example 2

Prior Total Salary \$ 49,480

Prior Base Pay Rate \$ 48,916

Area Locality Pay Factor 4.13%

New Base Pay Rate

\$ 49,480 / 1.0413 \$ 47,518

Locality Adjustment

\$ 47,518 x 0.0413 \$ 1,962

New Demo Total Salary \$ 49,480



# Air Force Laboratory Personnel Demonstration

## For Scientists and Engineers

# PART 5



**EST 1947**

# Awards and Developmental Opportunities: **AW**





# Awards

---

See:

The Lab Demo website

(<http://www.afrl.af.mil/personnel-demo/index.htm>)

for

The AFRL Awards Instruction  
and

a listing of Senior Personnel Advisors



LPD

# Enhanced Developmental Opportunities

---

- Provides opportunities you can't get at work
  - Fosters increased contribution and career growth
- Private, public, or “not-for-profit” organizations
- Lab benefits through improved communications, better relationships with industry & universities
- See the Operating Guide, chapter 8, or your Senior Personnel Advisor (both at the Lab Demo website)



# Personnel Demonstration

## PART 6



**EST 1947**

**Hiring/Filling/Appointing: HFA**



# Filling Positions

- Qualification Requirements for Jobs
  - Supervisors determine any specialized requirements of the job
  - Supervisors determine source of candidates
  - Supervisor has more control over the quality of eligibles considered



# Engineering Requirements & Qualification Standards

- Using OPM's Operating Manual for Qualification Standards for General Schedule Positions
  - Level I = Minimum Requirements for GS-07
  - Level II = Minimum Requirements for GS-12
  - Level III = Minimum Requirements for GS-14
  - Level IV = Minimum Requirements for GS-15



# Candidate & Applicant Supply Files

---

## ■ Candidate Supply File

- Includes non-Air Force federal employees
- Reinstatement eligibles

## ■ Applicant Supply File

- Candidates not currently employed by the federal government
- Candidates from Special Hiring Programs
  - Non-competitive appointments (e.g., disability, 30% compensable disabled veterans, VRA)



# Filling Positions (continued)

## ■ Supervisor decides source/method to fill:

### Internal

- Local merit promotion program using:
  - AF Promotions and Placements Referral System (PPRS); and/or
  - Reassignment process; and/or
  - Announcement process
- Consideration of current AF employees using:
  - Central Skills Bank (CSB)

### External

- Special Hiring Programs (disabled, VRA, etc.)
- Recruitment of non-federal applicants using:
  - Candidate Supply File/Applicant Supply File
  - Delegated Examining Unit (DEU)
  - Office of Personnel Management (OPM)



# Filling Positions (continued)

---

- Civilian Personnel Flight clears local priorities and Priority Placement Program (PPP) upon receipt of fill action
  - Priorities cleared at highest GS grade in broadband level

(Example: Broadband Level II position cleared at GS-13)
  - Internal placement actions
    - Open to PPP matches until a list of eligibles is referred
  - External placement actions
    - Open to PPP matches until tentative offer is made





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# Internal Fill Options

1) Details

2) Reassignments

3) Temporary Promotions

4) Merit Promotions





# Details

**Same as  
Before**

- From another ~~director~~ate, section, or position
- To same or lower broadband level - no competition required
  - Maximum of 1 year in increments of 120 days
- To higher broadband level
  - Competition required if for over 120 days
    - Merit Promotion procedures applicable
- Pay is based on permanent position



# Reassignments

**Same as  
Before**

- Permanent change of a qualified employee from one position to another within the same broadband level
- Normally processed non-competitively, but may be competed



# Temporary Promotion

---

- To a vacant position in a higher broadband level
  - Maximum of 120 days without competition
  - If over 120 days, competitive merit promotion procedures must be used
  
- Existing salary or minimum of new broadband level, whichever is greater
  - Change from the old system



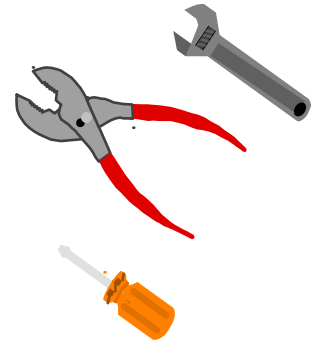
# Merit Promotion

- Merit Promotion: *Competitive selection of a current employee from a lower broadband level into a vacant position!*
- Merit promotion is NOT:
  - Movement within a broadband level via detail or reassignment
  - Movement between broadband levels due to increased contribution under CCS



# Merit Promotion Process

- Use of *career programs* is optional for filling non-supervisory or non-managerial positions
- Level IV positions are excluded
- Supervisor selects candidate sources
  - Promotion/Placement Referral System (PPRS)
  - Announcement process
  - Others
- Selection interviews are optional





# Consideration of External Candidates

---

## ■ Lab responsibilities

- Identify position requirement
- Classify position
- Submit complete SF-52 package
  - Includes SF-52 or SF-39, SDE, KSAs, well qualified statement
- Act as subject matter expert for rating qualifications
- Make selections and set pay



# Consideration of External Candidates (continued)

---

- Delegated Examining Unit (DEU) responsibilities
  - Prepare announcement
  - Rate and rank applicants
  - Refer all candidates via certificate to appropriate Civilian Personnel Flight (CPF)





# Consideration of External Candidates (continued)

---

- Civilian Personnel Flight (CPF) responsibilities
  - Determine who is within reach on the DEU certificate for consideration
  - Refer eligible candidates to supervisor
  - Make employment offer
  - Voucher previous employers to determine suitability
  - Complete DCPDS processing requirements
  - Return completed certificate to DEU



# Appointment Options

## ■ Regular Career

- Competitive service career appointment given to a person at the time they are hired
  - Uses existing authorities and entitlements
  - Appointees serve a probationary period

## ■ Contingent

- Competitive appointment to a position that will last a maximum of 4 years
  - Uses existing term appointment authorities and entitlements
  - Appointees serve a trial period



# Probationary Period

- Extended to 3 years for newly hired regular career employees
  - Allows more time to evaluate employees throughout the research project cycle
  - All other features of former probationary period retained
- Palace Knights/Senior Knights join the demo when they are placed on a lab manpower authorization
  - Must complete 3 years of directly supervised employment in the lab to complete probationary period



# Responsibilities of Laboratory Supervisors

---

- Understand affirmative action and equal employment opportunity goals and implementing policies
- Merit System Requirements
  - Fair/open competition (announcements)
  - Sound, defensible, job-related ranking and selection criteria for both basic eligibility and screening/selection



# Role of Civilian Personnel

---

- Clear any priorities that apply to the demonstration project
- Provide:
  - Ranked or unranked list of candidates from various sources for internal placement
  - Career Program Certificate
  - Other support, technical advice/assistance, etc.
- Process the personnel action



# Staying Competitive

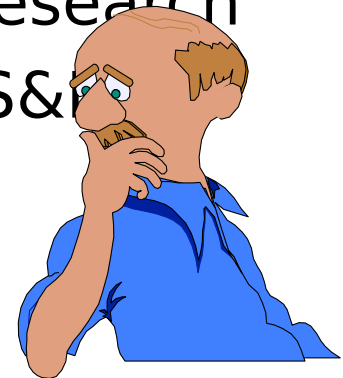
- For merit promotion consideration outside of the demo and for exiting the demo
  - Nine factors and skill codes retained
- Determining equivalent GS grades and broadband levels
  - Multiple grade broadband levels (I & II)
    - Salary equal to (or greater than) minimum salary of GS grade and - - -
    - One year in broadband level
  - Single grade broadband levels (III & IV)
    - One to one equivalency



# Voluntary Emeritus Corps

- Enables management to allow retired or separated federal employees, or military members to volunteer their services in AFRL
- No impact on individual's retirement pay
- Individual CANNOT monitor contracts
- Benefits
  - Volunteers: participate in "quality" research
  - Lab: Mentoring of less experienced S&T
- Requires a written agreement

This may be  
the best of  
both worlds!





# Air Force Laboratory Personnel Demonstration

## For Scientists and Engineers

# PART 7



**EST 1947**

# In Case of Reduction- In-Force: **RIF**





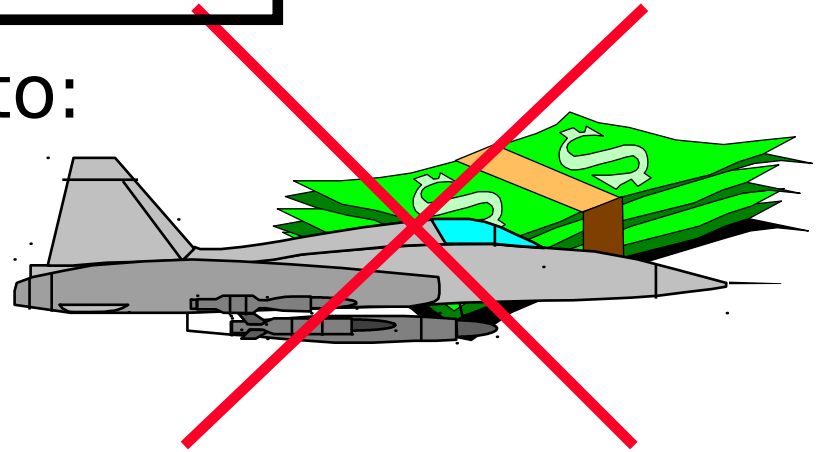
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# Why a Reduction in Force?

**Same as Before**

■ RIF implemented due to:

- Lack of funds
- Lack of work
- Reorganization



**Do not use RIF to deal with performance/contribution problems**

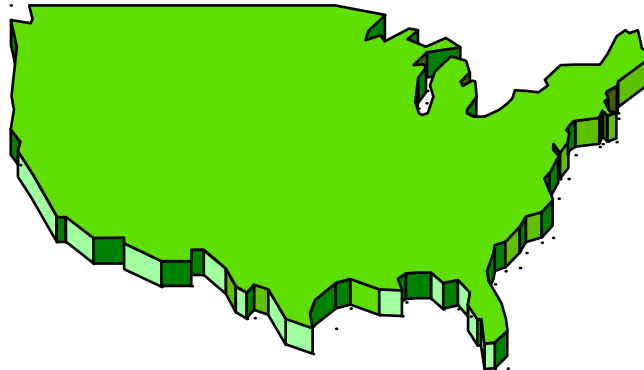


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# Competitive Areas

## Restricted to Lab Demo Employees

- RIF competitive areas are defined as the geographic boundaries within which employees compete for retention during RIF.
- For the purposes of the lab demo a RIF competitive area will be established at each geographic location for all lab demo S&Es



RIF

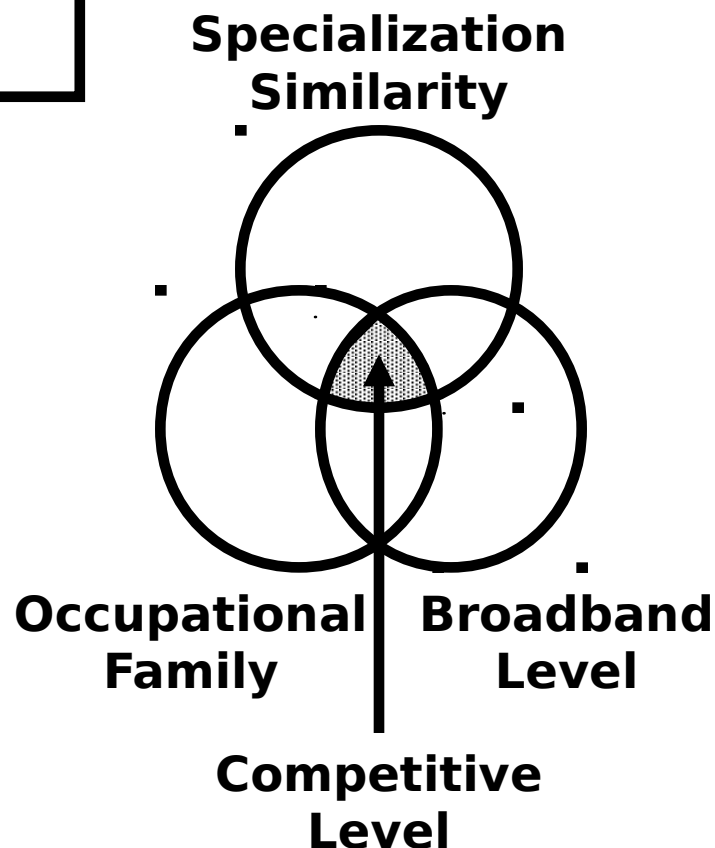


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# Competitive Levels

**Same as  
Before**

- Assigned to each position in a competitive area
  - In the same broadband level
  - In the same occupational family
  - Are similar enough that the incumbent in one position could succeed in the new position without any loss of productivity
- Established in each competitive area and documented on SDE





LPD

# Retention Standing Under Traditional System

## Before

- Competing employees divided into 3 tenure groups:
  - Career; career-conditional; term
  - Veteran's Preference applied to each group
    - Service-connected disability of 30% or more; all other veterans; all non-veterans
- Within each veteran's preference sub-group, length of service adjusted by 3 most recent performance ratings (in last 4 years) = RIF Service Computation Date (RIF SCD)



# Retention Standing Under Lab Demo

## Now Slightly Modified

- Within each veteran's preference sub-group, length of service adjusted by 3 most recent CCS scores (in last 4 years) = RIF Service Computation Date (RIF SCD)



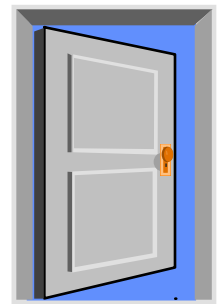
# Calculating RIF SCD Under Lab Demo

- S&Es in broadband levels I, II, and III - four categories:
  - Below the lower rail - 20 years additional service credit
  - On or between the SPL and lower rail - 16 years
  - On or below the upper rail, but above the SPL - 12 years
  - Above the upper rail - 0 years
- S&Es in Level IV - three categories:
  - On or below the SPL - 20 years additional service credit
  - Above the SPL but on or below the upper rail - 12 years
  - Above the upper rail - 0 years
- Average of most recent 3 CCS scores in last 4 years



# Outplacement Programs

- Designed to assist employees separated by RIF
- DoD Priority Placement Program (PPP)
- Interagency Career Transition Assistance Plan (ICTAP)
- Defense Outplacement Referral System (DORS)





# The End

*Thanks* for your attention!





# Appendix A

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**AFMC FORM 278**

**STATEMENT OF DUTIES AND  
EXPERIENCE  
(SDE)**





LPD



# Appendix B

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## CLASSIFICATION STANDARDS





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# Appendix C

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## CCS ASSESSMENT STANDARDS















# Appendix D

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**AFMC FORM 280**

**S&E ANNUAL CONTRIBUTION  
EVALUATION FORM**





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# Appendix E

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**AFMC FORM 279**


**S&E FEEDBACK FORM**



S & E FEEDBACK		NAME
PART I - PROFESSIONAL (Mark an (X) on the rating bars below according to degrees of improvement)		
	NEEDS SIGNIFICANT IMPROVEMENT	NEEDS LITTLE IMPROVEMENT
HAS KNOWLEDGE REQUIRED TO PERFORM DUTIES EFFECTIVELY	<input type="checkbox"/>	<input type="checkbox"/>
STRIVES TO IMPROVE KNOWLEDGE	<input type="checkbox"/>	<input type="checkbox"/>
WORKS WELL WITH OTHERS	<input type="checkbox"/>	<input type="checkbox"/>
FOSTERS TEAMWORK	<input type="checkbox"/>	<input type="checkbox"/>
DISPLAYS INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>
CONFIDENT IN OWN ABILITY	<input type="checkbox"/>	<input type="checkbox"/>
EXHIBITS DEDICATION, INTEGRITY, AND RESPONSIBILITY	<input type="checkbox"/>	<input type="checkbox"/>
IS FAIR AND OBJECTIVE	<input type="checkbox"/>	<input type="checkbox"/>
DEMONSTRATES ABILITY TO PLAN AND SCHEDULE RESOURCES	<input type="checkbox"/>	<input type="checkbox"/>
COORDINATES ACTIONS, FOLLOWS CHAIN-OF-COMMAND	<input type="checkbox"/>	<input type="checkbox"/>
MEETS SUSPENSES	<input type="checkbox"/>	<input type="checkbox"/>
MAKES LOGICAL AND ACCURATE DECISIONS	<input type="checkbox"/>	<input type="checkbox"/>
RECOGNIZES AND ACTS ON OPPORTUNITIES	<input type="checkbox"/>	<input type="checkbox"/>
PART II - PROFESSIONAL DEVELOPMENTS (Please provide comments below)		
STRENGTHS		
AREAS FOR IMPROVEMENT		
SPECIFIC DEVELOPMENTAL ACTIVITIES FOR NEXT YEAR		
EMPLOYEE SIGNATURE	DATE	
SUPERVISOR SIGNATURE	DATE	

AFMC FORM 279, 20000308 (IMT-V1) PREVIOUS EDITION IS OBSOLETE





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PART III - MID-CYCLE CONTRIBUTION FEEDBACK (OPTIONAL)		NAME
INSTRUCTIONS: PROVIDE NARRATIVE COMMENTS REGARDING EMPLOYEE'S CONTRIBUTION AGAINST EACH CONTRIBUTION FACTOR. NOTE: COMMENTS ARE FOR FEEDBACK PURPOSES ONLY; THEY DO NOT INDICATE COMPENSATION ADJUSTMENTS OR FORMAL CONTRIBUTION ASSESSMENTS POTENTIAL.		
TECHNICAL PROBLEM SOLVING		
COMMUNICATIONS/REPORTING		
CORPORATE RESOURCE MANAGEMENT		
TECHNOLOGY TRANSITION/TRANSFER		
R & D BUSINESS DEVELOPMENT		
TEAMWORK AND LEADERSHIP		

AFMC FORM 279, 20000300 (Reverse)